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MOVEMENT
OF
ONTARIO GOVERNMENT
EMPLOYEES'
HOUSEHOLD EFFECTS

GOVERNMENT ACCOUNTING METHODS BRANCH



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MOVEMENT

OF

ONTARIO GOVERNMENT

EMPLOYEES'

HOUSEHOLD EFFECTS

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MOVEMENT OF ONTARIO GOVERNMENT EMPLOYEES' HOUSEHOLD EFFECTS

TABLE OF CONTENTS

PART I

	<u>Page</u>
A. Introduction	1
B. Summary of Findings	3
C. Recommendation	6

PART II

1. Present Rules, Procedures and Costs	16
2. Departmental Correspondence	19
3. Industry Approach to Household Effects Removals	20
4. Federal Government Operation	24
5. Procedures of Other Provincial Governments	30
6. Alternative Proposals	32
7. United Van Line Comments	38
8. Ontario Provincial Police and Department of Highways Systems	42

APPENDICES

Appendix I - Departmental Correspondence

Appendix II - Representative Documentation

Appendix III - Alberta Freight Bureau

Appendix IV - Peak Loading Periods



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MOVEMENT OF ONTARIO GOVERNMENT EMPLOYEES' HOUSEHOLD EFFECTS

PART I

A. INTRODUCTION

The moving of Ontario Government employees household goods when employees are requested to relocate, is subject to arrangements by the Department and their employees. The procedures are laid down in Section III - N of the Manual of Administration. Basically the Rules require the employee to obtain three quotes from moving companies. Most Departments normally accept the lowest of these quotes.

The Rules over a period of time, however, have become less effective in meeting specific problem areas. The Committee on Travelling and Moving Expenses at its meeting on June 18, requested a study be done to determine whether a new approach to the movement of employees' household effects is possible.

The Committee's prime concern has been with the variance some Departments have experienced between invoices received and the estimate upon which the move was originally awarded. Other problem areas have arisen from time to time:

- a) inferior equipment used to transport household effects;
- b) second-hand packing materials used when health and other requirements recommend the use of new materials;
- c) the weighing of two loads of furniture and the billing of both on each invoice;

- d) the ballooning of packaging to obtain a higher packing bill than warranted;
- e) the overloading of vans, with consequent damage to contents;
- f) the payment of full insurance, but with the carrier self-insuring and pocketing the premium - subsequent claims are difficult to settle;
- g) estimates made by telephone without visual inspection, and one estimator offering to obtain the two further quotes required;
- h) the pick-up and/or delivery of household effects made on dates and times not specified, and which results in inconveniences to employee and Department.

This Report, therefore, examines existing costs and procedures required to move employees' household effects. It compares these procedures with those of industry, other Provinces and the Federal Government. A number of proposals are suggested to improve procedures and lower costs where possible, without affecting Departmental efficiency and employee morale.

The Report is divided into two parts: Part I contains a Summary of Findings, and the Recommendation resulting from the study.

Part II provides detailed background and notes on a range of areas investigated to determine costs and the most satisfactory Recommendation.

B. SUMMARY OF FINDINGS

This summary provides a brief synopsis of the major points contained in Parts I and II of this report.

1. Between 800 and 1,000 employees are transferred by Ontario Government Departments and some agencies each year. (A further 600 are transferred by Ontario Hydro.) The cost of moving the estimated 6,000,000 lbs. weight of household effects of these persons in 1969 was over \$500,000 or \$620 a move. About 75% of the total cost was for freight, the balance for packing.
2. On average, those Departments moving substantial numbers of employees involve the time of at least one senior employee and occasionally more, in the required administration procedures. The average time spent by these persons on each move in 1969 was between one and two hours a department. A high proportion of the time was spent confirming the validity of carriers' estimates and invoices. The probable direct cost of arranging the transfers in 1969 was about \$14 a move or about \$12,000 for the year.
3. In many instances, private enterprise companies, to avoid the problems associated with dealing with the moving industry and to reduce administrative time, have introduced centralized control and thereby improved the service to the employee and lowered the costs and involvement of senior personnel, of the companies concerned. The Federal and Alberta Governments, and Ontario Hydro, also operate centralized movement services.

4. Some industries continue to use the "bid" system for the movement of household effects. However, the numbers of employees moved are generally too small to warrant a central organization.
5. To reduce some of the problems inherent in the Ontario Government's existing procedures, while still working within them, the O.P.P. and Department of Highways introduced an additional agreement into the contract between the Department and carrier requiring certain charges to come within 10% of the estimates. This raised legal questions which it now appears are unfounded, particularly as it relates to the O.P.P.
6. The Government's present system is, in addition to allowing the carriers the initiative, more costly than it need be, and less effective than other systems in protecting the interests of the employee.
7. Costs which it may be possible to reduce are:
 - a) freight rates through guaranteed minimum volumes;
 - b) insurance rates through volume bargaining power;
 - c) packing costs through a system based on weight rather than packages used;
 - d) Toronto and Ottawa surcharges of 35 cents a hundredweight.
8. The recommendation proposed is that a central removal service be set up to coordinate and arrange all moves, thereby enabling

an increase in carrier standards to be achieved, reduce the present costs involved and release senior Departmental personnel from administrating an area which has been causing substantial problems in years past.

9. A number of other proposals were considered. These included:

- a) a tender system arranged locally;
- b) a single contract system;
- c) "firm bid" tendering;
- d) a Government-operated Van Line.

The benefits of a centralized system, however, tend to outweigh the advantages of the above proposals.

C. RECOMMENDATION

The problems at present faced by many Departments appear to be most easily resolved by employing a Central Removal Service, similar to those operated by the Federal and Alberta Governments, and Ontario Hydro.

The following is an outline of a Central Removal Service to meet Provincial Government problems.

1. THE SYSTEM

a) All movements of employees' household goods originating in Ontario would be arranged through a Toronto Office.

Exception - Where remoteness precludes the use of professional carriers.

b) Arrangements for the move would be initiated by a form sent to Toronto signed by the employee's Supervisor or other authorized person. Where, for example, less than two weeks is available for arrangements to be made, initial contact with Toronto could be made by telephone, with forms following subsequently. During the course of the entire move, no direct involvement of any other Departmental personnel would generally be required, other than the accountant at the end of the move to pay the pre-audited account.

c) The Toronto Office, following receipt of the form - or phone call - would make the necessary arrangements for the move with a Van Line head office who would select

an approved Van Line agent on rotation, initially by telephone and subsequently by follow-up documentation, provided by the Removal Service.

- d) Following contact with the Van Line (who has been selected on a roster system), by the Removal Service as to confirmation of inspection, pick-up and delivery dates, documentation would be sent to the employee confirming the above dates and would include insurance request forms for immediate return, and a check list of operations the carrier should carry out, for subsequent return.
- e) The account received from the carrier would be checked against inspection advices received earlier, tariff and weigh bill for irregularities.
- f) Upon satisfactory completion of the pre-audit procedure above, the invoice would be sent to the relevant Department, which upon receipt would be able to pay the charge without the need for additional review.
- g) The statistical collection system would be updated by the Removal Service to provide continuing data, which would be needed to justify any special freight, packing and insurance rates negotiated.

2. THE ORGANIZATION

- a) The volume of moves involved would make the system basically a part-time operation, requiring only one person to do the

physical organization of the approximately 1000 employee moves each year.

- b) If Ontario Hydro could be included in the system, about 1600 moves would result. Thus, on a maximum, about 50% of the specialist's time would be spent on arranging the moves. The balance could be spent on audit and other duties for which he may be qualified. The specialist should preferably be someone who has been closely associated with the moving industry for a number of years.
- c) The above envisages the load spread over a full year. In fact, moves are usually concentrated in a four month period and, therefore, summer assistance may be required.
- d) In addition to the specialist, a typist-clerk capable of undertaking some of the duties of the specialist during his absences would be required.

3. PROCEDURES

- a) Carriers who have already provided good service and who meet specific conditions to be decided upon, would form the core of an "approved" list eligible for Government business.
- b) Where physical inspection of an agent's facilities is desirable, but not practicable, an affidavit that all the conditions of the Removal Service have been met, would be required.
- c) To make organization easier, the Province could be divided into regions, with carriers in these regions generally being eligible to participate in moves. Regions would serve an

additional purpose: they would enable local moves which are based on a time element (rather than a hundredweight basis), to be more easily controlled, as well as the costs involved.

- d) The Removal Service would maintain records for each region where moves originate. Within these records each Van Line (and carrier), would have a running total of the value of moves maintained in chart form so that distribution of moves can be made more equitably amongst those meeting Provincial conditions.
- e) Where conditions are broken by the carrier, the account rendered would still be paid, but in addition to the value of the invoice, the carrier would be credited with having moved an additional amount equal to so many times the value of the paid account. The booking Van Line could also suffer a penalty, which would force it to ensure carrier standards are always at par. Breaches of conditions would be picked up by the Removal Service and from the employee's check list.
- f) It may not be practical in some regions to use more than one carrier: the moves may be small in number; the standards set may not be met by more than one carrier, and so on. In these instances, a selected carrier could receive all the business, at least until the standards of other carriers in the region are raised.

5. ESTIMATED COST REDUCTIONS AND COST OF SERVICE

A central organization for employee moves in one locality will enable some cost reductions to be negotiated. The three major areas are:

- a) Freight Rates - by placing, for example, a minimum of \$100,000 a year with agents of United, North American, Allied, Atlas and Mayflower Van Lines, a rate reduction of say, up to 10%, may be obtained compared with normal commercial rates. The tariff would be subject to registration. A special rate, incidentally, should eliminate the 35 cent per hundredweight loading which operates in moves in the Toronto and Ottawa Metropolitan areas.
- b) Insurance Charges - by organizing a blanket cover with an insurance broker, a saving of up to 40% is possible on the existing 50 cents per hundredweight for full coverage presently available through Van Lines. It should be noted that by paying the 50 cents per hundredweight as at present, the automatic coverage of 30 cent value per pound automatically included in the freight charge, is being paid for twice.
- c) Packing Charges - by arranging for a special packing rate of say \$3.30 per hundredweight, an average saving over all shipments results. In some cases the cost can be higher than the traditional method. Compared with the present method which requires payment for the number of barrels etc. used, the proposed system, if it can be adopted, would eliminate the potential for "ballooning" of packages. The

savings, however, would be relatively small per move - \$5 to \$10 probably - but significant when multiplied by total moves per year.

ESTIMATED SAVINGS

On the assumption that household effects on average weigh 6,000 lbs. and are moved 200 miles for 1,000 employees, the probable savings* would be:

a) Freight Rates

On the basis that two-thirds of the moves are between April 20 and October 2, the present freight rate would be \$7.07 a hundredweight. A 6,000 lb. shipment would cost \$424.00. On Winter tariff the rate falls to \$380.00 or \$6.33 a hundredweight. If a special tariff were to be arranged, based on a rate of say 10% off the existing Winter tariff, this could reduce the rate to an annual \$5.70 a hundredweight or an average of \$342.00 a move.

Summary i) Summer Tariff: \$424 x 666 = \$282,000

Winter Tariff: \$380 x 334 = \$127,000
\$419,000

ii) Special Tariff \$342 x 1000 = \$342,000

Savings \$ 77,000

* Totals in this and the next Section are approximations, and have been rounded to the nearest thousand dollars.

NOTE: No account has been taken of the cost of "local" moves, where the move is based on "time" rather than rate per hundredweight varied by distance. An examination of some O.P.P. files suggests that about 20% of moves are "local". The above savings may, therefore, be overstated by about \$15,000.

b) Insurance Rates

It is possible that present insurance coverage can be improved and a lower rate be obtained of possibly 30 cents for each \$100 of declared value. The arbitrary method of assessing the maximum for any load under the Federal System is to allocate a value of \$1.25 a pound. For a 6,000 pound move, our present insurance is \$30.00. Under the above system, the rate would be:

$$6,000 \text{ lb.} \times \$1.25 = \$7,500$$

Insurance: $75 \times .30 = \$22.50$

Summary

a)	Present costs	1000 moves x \$30	=	\$30,000
b)	Proposal	1000 x \$22.50	=	<u>\$22,500</u>
	<u>Savings</u>		=	\$ 7,500

c) Packing Rate

The Federal packing rate of \$3.30 a hundredweight was applied to an O.P.P. sample of household goods moved. An average saving of

at least \$5 a move resulted. There are some cases where the rate for use of packing materials is lower compared with this system, but these are a minority.

Summary: 1000 moves by \$5.

Savings \$5,000.

NOTE: The different basis used for handling local moves may result in the above figure being reduced by about 20%.

d) Metro loading

The Metro loading of 35 cents a hundredweight where moves take place in Toronto and Ottawa are probably costing an additional \$4,200 under existing procedures, compared with the proposed system.

ESTIMATED TOTAL SAVINGS

	<u>Gross</u>	<u>Net of Local Moves</u>
a) Freight	\$77,000	\$ 62,000
b) Insurance	7,500	7,500
c) Packing	5,000	4,000
d) Metro loading	<u>4,200</u>	<u>4,200</u>
TOTAL SAVINGS	\$93,700	\$ 77,700

ESTIMATED COST OF SERVICES

The introduction of a Central Removal Service will result in higher direct costs compared with the existing system. For illustration purposes, these costs could be:

a)	Salary of industry recruit	\$15,000
b)	Salary of typist-clerk	8,000
c)	Telephone tolls & cables	2,000
d)	Summer help	2,000
e)	Stationery & Postage	1,000
f)	Fringe Benefits (15% charge)	<u>3,000</u>
	TOTAL	\$31,000

Net direct savings resulting from an improved system could range between \$46,000 and \$63,000 a year on the basis of the above estimates.

EMPLOYEE RELATIONS

The introduction of a new system for moving employees' household effects could result in some employee dissatisfaction. To some extent this could be reduced by publishing for distribution to employees, with a copy to their spouse, if any, a Provincial Government booklet setting out reasons for the move. It could also include details of what the Government will cover and why, what the employee should do before, during and after the move, and related information.

CONCLUSION

The outline of the proposed system, above, is designed to improve the quality of an employee's move for his benefit, and reduce the

administrative problems for the department concerned. A central service, acting for all employees and departments can exercise greater control over the quality of carriers used for moving employees household effects, can solve problems and obtain redress for claims more quickly.

As a side benefit, centralization would create some cash savings, which should more than cover the costs of the proposed operation.

Initial problems would, of course, be encountered. However, in view of the success of similar systems operated by other governments and industry, these problems should be short-lived.

PART II

1. PRESENT RULES, PROCEDURES AND COSTS

The present Rules of the Ontario Government require an employee, on behalf of his Department, to obtain three quotes from Moving Companies for the shipping of his household goods. Generally, but not always, the lowest tender is accepted.

The Rule governing the Movement of Household goods is III-N-3-3 (2) which states:

- "a) In normal circumstances tenders shall be secured from three moving firms ...
- b) To avoid subsequent misunderstanding about pick-up, delivery, storage, payment of invoice etc., instructions to the mover shall be detailed in writing, and acknowledged by him;
- c) Mover's invoices must be approved by the employee's supervisor and shall be paid by the department direct ...
... A low bid will result

Where a mover bids less than the Canadian Warehousemen's Association rates, or where each of the movers bidding will tender a lump sum price.

Otherwise, the contract should be awarded on the basis of prior experience and service."

Most Departments have developed their own procedures for approving and auditing moves within the framework of the Rules. Some leave the tender decision up to the Branch (or equivalent) head; others have the tender approved at a higher or other level.

Two Departments - O.P.P. and D.H.O. - have modified the system to a significant degree. Both move substantial numbers of people each year, and both experience the problems the present system creates to a much greater extent than most other Departments. These systems are examined in Section 8 because of the legal implications involved.

Most Departments tend to call upon the services of a number of their employees for the administration required in moving personnel, thereby diverting them from their usual duties.

Costs and Other Statistics

Analysis of a survey of those ten Departments who replied from the twenty Departments and agencies canvassed, shows that in 1969 about one hour was spent in each Department on each move. The manpower indicated was generally one senior employee, and accounting and other clerical staff.

The cost factor in the administration is based on only 20% of the total numbers of Departments canvassed. However, it appears that the direct cost involved in arranging each move was about \$14 or about \$12,000 for the year.

Other data from the survey is listed below. In many cases, information was not available for all questions from all Departments. The results below were weighted, where necessary, to the probable level that would have resulted if all twenty questionnaires had been received:

a) Estimated total moves of household effects in 1969	863
b) Average number of moves per department	43
c) Average number of moves per department excluding D.H.O. and the O.P.P.	23
d) Estimated total cost of moves in 1969	\$530,000
e) Estimated average cost per move	\$623
f) Average distance employee transferred	300 miles
g) Average weight per consignment	6,400 lbs.
h) Freight/packing charges ratio	75/25%

Note: For comparative purposes, the questionnaires returned from the ten Departments showed they moved the household effects of 623 employees for a total cost of \$387,981. Information for the weighting factors was from the questionnaires and from a small sample obtained from O.P.P. files.

2. DEPARTMENTAL CORRESPONDENCE

Appendix I contains copies of a representative sample of recent correspondence from various Departments which have experienced problems in moving employees and their household effects around the Province.

It should be noted that the correspondence is representative of only a small number of the total moves made throughout Ontario. In the majority of cases it is doubtful whether problems occur, although a number are probably not reported or recorded.

3. INDUSTRY APPROACH TO HOUSEHOLD EFFECTS REMOVALS

On the basis of a limited survey and using O.P.P. data, there are two basic procedures used in industry, with variations to suit particular situations:

- a) an employee's move is arranged by a central office, the choice of a mover and most organization falling on this office;
- b) the employee obtains quotations, with the move awarded generally to the carrier who places the lowest bid. Most arrangements for the move fall upon the employee in conjunction with his supervisor.

CASE STUDY I - ROYAL BANK OF CANADA

- a) Two bids are required from the Bank's customers, the tender normally going to the lowest;
- b) The employee obtains the bids and makes the necessary arrangements, with reference to his supervisor as required;
- c) The award is based on unit prices - for weight and for packing - rather than on the total estimated cost;
- d) The operation takes place at the employee's centre of operations. There is no central control over the movement of household goods.

NOTE: In Montreal, an employee, at his option, can contact the Traffic Manager who will arrange all details. Moves in these cases are distributed on a roster basis.

CASE STUDY II - AIR CANADA

- a) The employee to be moved prepares a form setting out all details concerning present residence, moving date, and where moving to, on a "Bill of Material".
- b) The Bill of Material is sent to the Purchasing Facilities Branch which selects a Van Line through a rotation system.
- c) The Van Line sends an appraiser to the employee's house, and subsequently a cost estimate to the Purchasing Facilities Branch.
- d) No tender is involved.

CASE STUDY III - TRADERS GROUP LIMITED

- a) The employee is required to obtain three estimates, the lowest of which is usually accepted;
- b) The employee is responsible for most of the move organization;
- c) There is no attempt to centralize the procedure.

CASE STUDY IV - DOW CHEMICAL (U.S.)

- a) The employee contacts his local Traffic Department, which is responsible for arranging all aspects of the move.

- b) If the move is to take place within a period of 14 days, initial contact is verbal; if outside 14 days, then a "Requisition for Moving Household Goods" is submitted.
- c) The Dow Traffic Department makes arrangements with the selected moving company and pays the bill direct.
- d) It is understood Dow operates a roster system, and uses only reputable movers who have demonstrated their services to Dow over a number of years.

CASE STUDY V - CANADIAN ACCEPTANCE CORPORATION (from an O.P.P. Report)

- a) When the employee receives his notice of transfer, his wife and family receive a letter explaining why the move is necessary.
- b) A letter follows with a check list of things to do when moving.
- c) North American Van Lines is used exclusively. Canadian Acceptance Corporation feel they get better service using only one moving company, and all major van line rates are identical.
- d) The move is handled by the move co-ordinator at home office. The employee does not make any arrangements.
- e) A customer service report is filled out by the employee. Seven questions are answered and returned to the move co-ordinator.
- f) If the employee is not satisfied with the move and any breakage, damage or loss is reported, the invoice is not paid until the employee is completely satisfied.

CASE STUDY VI - ONTARIO HYDRO

- a) Movements of employees' effects between the Hydro's seven Ontario regions are handled on behalf of the employee by the Supply Division, Traffic Section, Toronto.
- b) The move is arranged by Requestion forms - but initially most moves are initiated by telephone.
- c) All Van Lines are used on a roster basis, but moves for each Van Line are handled by a prime agent, located in Toronto.
- d) The prime agent makes all the necessary arrangements with agents of the Van Line in other centres as necessary.
- e) The prime agent has the responsibility of distributing moves equitably amongst Van Line agents in any given area.
- f) Moves within a region are arranged locally.

4. FEDERAL GOVERNMENT OPERATION

a) Background

The Federal Government operates three centralized systems, with basically similar features, to handle the movement of employees' household goods. Two serve specific areas - namely, the Department of National Defence (about 13,000 moves a year) and the R.C.M. Police (about 1,000 moves a year).

The Central Removal Service handles, or is responsible for, the balance of the Federal employee moves. About 10,000 of these originate in Ontario and Quebec, while the remainder originate in the other Provinces.

The Department of Supply and Services Regional Offices handle moves originating within their regions on behalf of the Central Removal Service. The volume handled in the Regions is understood to be quite small, compared with the Central operation.

The present procedures were introduced in 1969 and replaced the former tender system which often required typing up as many as eight tenders per move. The objectives of the present system are to:

- a) improve service and performance;
- b) eliminate collusion between mover and government employee;
- c) reduce administrative work load across all Government Departments;
- d) reduce costs - for example: freight, packing and insurance costs;

- e) improve the standards of the movers through tight control and to increase employee satisfaction.

To achieve uniform Van Line standards, the Federal Government requires all carriers wishing to handle Government employee moves to:

- a) be properly licensed;
- b) meet the pre-set standards of the Government and agree to them in writing;
- c) have a Government-approved destination agent.

To reduce costs, the Federal Government has recently arranged a lower rate with some of the Van Lines. These rates acknowledge that selling costs incurred by movers have been reduced through the new procedures. Centralization has also enabled the Federal Government to obtain comprehensive insurance cover for less than half the rate charged by Van Line agents. An additional benefit of centralization and improved bargaining strength has been the introduction of a special rate (\$3.30 per hundredweight) for packing and unpacking household effects. "Ballooning" is thus eliminated.

b) Personnel

The Central Removal Service employs a staff of seven. Three persons directly arrange the moves. The balance pre-audit the invoices from the movers, examine and approve moving company facilities and type up the few "formal" forms used.

All people directly involved with carriers, including the Manager, had been associated with the industry for a long period of time prior to joining the Federal Central Removal Service.

c) Method of Operation

An employee about to be moved, obtains from his Administration Officer, a "Request to Move/Store, Furniture and Effects" and fills in Part I. Part I requires data on address, date of move, location of effects, date when mover can make inspection and delivery instructions.

Upon receipt of the form, the employee's Administration Officer authorizes the move on Part II and sends the form to Central Removal Service, where the carrier is selected. The name of the carrier and his destination agent are noted on Part III of the form. (See Appendix II).

The contact with the mover is made by telephone, and a confirmation, together with weight certificates to be filled in and returned by the Van Line agent, is subsequently posted to the agent.

The employee is also sent confirmation slips and insurance request forms for immediate action, and a "Quality Control Report" which the employee is asked to fill in upon completion of the move.

The Central Removal Service upon receiving a request for a move, takes 40 minutes to make all the necessary arrangements; that is, make phone calls, fill in and distribute forms, type where necessary and up-date the records system.

d) Control Methods

The system is designed to control the carrier and costs charged to Government, and reduce employee dissatisfaction. The Control System comprises:

- i) a set of Government standards and procedures which the carrier must agree to, in writing;
- ii) examination and approval of all carrier facilities by qualified inspectors;
- iii) a card system with approved agents for each Van Line in all regions across Canada. In effect, those outside of Ontario and Quebec are "Designated Agents";
- iv) a system of penalties for infringements of agreed-to standards. These are usually two times the cost of the move (see vi) below);
- v) a roster system, whereby each carrier is offered a move. However, if there are three movers, A, B, and C, and A has the lowest tariff, then A will generally get all business he can handle, B and C sharing the rest. If the lowest carrier is unable to take it, he is still credited with the eventual value on a notional basis. (This principle is now being modified).
- vi) Penalties under iv) above, are credited to the roster under v) above. The carrier is assumed to have moved household effects to the value of actual receipts plus penalties.

e) Problems associated with System

As with any new system, problems arose which often required some modification to the system or general approach. The more important of these comprised:

- a) employee and departmental attitudes and acceptance;
- b) Van Line and agent disapproval of the system;
- c) fluctuations in rates at frequent intervals which occur when d) - v), above, applies;
- d) continuing infringements of Government-set standards, even though severe penalties are in force.

It should be noted that the Government does not refuse to pay on invoices which exceed the estimate by, say, 10%. However, the carrier is penalized as under d) above, and if sufficient infringements occur, the carrier will be deleted from the approved list, either permanently, or for a period of time.

f) Cost of Operation

The Central Removal Service incurred average costs for each move originating in Ontario and Quebec of \$6.74 during the 1969-70 fiscal year. This amount covered all overheads, excluding audit; audit more than pays for itself through the pre-audit of accounts from across Canada.

The average cost for all offices across Canada, including the cost of claims, audits and carrier inspections come to a yearly average of \$12.04 for each move.

It is understood the Central Removal Service in Ottawa has a \$900 a month phone account for calls not able to be placed through inter-city telephone lines.

g) Removal Service Acceptance

The Central Removal Service was, at first, considered with suspicion by employees and their departments.

After a breaking-in period, it became apparent that the quick settlement of claims, and the follow-up of employee - and Departmental - complaints, was considerably more effective when handled by the central group, compared with the previous system.

The reduction in departmental manpower involved in the moving of employees, and the reduction in total costs have been of considerable long-term benefit.

Overall, experience has shown the Federal Central Removal Service to be a highly employee-oriented operation.

5. PROCEDURES OF OTHER PROVINCIAL GOVERNMENTS

Four Provincial Governments were contacted for their regulations, procedures and outline of problems encountered in managing removals estimates. The following summarizes their comments:

1. Government of British Columbia

- a) Government Agents in consultation with the area departmental official call for three bids upon notification that an employee is to be transferred.
- b) The bids are called from a list of carriers (as supplied by the Civil Service Commission), on a rotating system. For example, if there are six carriers in the area, bids will be called from the first three names on the list, i.e. numbers 1, 2 and 3. The next request for bids will be numbers 4, 5 and 6.
- c) All bids are obtained on a "firm" basis; i.e. the weight entered in the estimates by the carrier is the "firm" price, and payment is made at that rate.
- d) A central removal service has not been considered.

2. Government of Alberta

- a) The Alberta (Government) Freight Bureau is advised of the date of the employee's transfer by his Department at least two weeks in advance;
- b) The Bureau, from a list of "approved" carriers, awards a contract to the company prepared to handle the move.
- c) There is no tendering system; all authorizations for a move are made to individual firms and not associations or van lines.
- d) The complete service must be completed by the firm accepting the contract. Companies sub-contracting portions of a move or taking booking fees are

not considered for further allocations of moves.

e) See Appendix III for greater detail on the Alberta Freight Bureau.

3. Government of Manitoba

- a) Normally, arrangements for the removal of household effects are made by the employee, but the employee's Department may designate the carrier to be used in specific situations.
- b) Tendering offers little since removal firms work on tariff and variations result from different estimates of weight or volume.
- c) A central removal service has not been considered.

As a general principle, there appears to be little uniformity in the Governmental approach to the movement of employees household effects.

6. ALTERNATIVE PROPOSALS

A review of the procedures used by industry and other Governments as noted above, suggests five systems for consideration:

- a) a tender system, arranged locally, with the contract normally awarded to the lowest bidder;
- b) a centralized system, where most moves are arranged from one office without calling for tenders, and business is rotated amongst Van Lines;
- c) a contract for all household effects removals to be handled by one Van Line;
- d) firm bid tendering, as for example, where the Ontario Provincial Police require an invoice to be no higher than 10% of estimate.
- e) a Government-owned Van Fleet, and Government moving staff.

The following are some of the advantages and disadvantages of each of the above procedures:

- a) Tender System, arranged locally

Advantages

- i) gives the employee an opportunity of selecting a carrier known to him;
- ii) retains local control over move in initial stages;
- iii) keeps involvement by people outside region to a minimum:

Disadvantages

- i) no control exercised over quality of movers' equipment;
- ii) no control over quality of destination agent;
- iii) decentralization means lower freight and insurance rates would be difficult to arrange;
- iv) people dealing with carriers at the local level are not experts in this field;
- v) abuses not easily controllable;
- vi) could raise political question of "discrimination".

b) Centralized System

Advantages

- i) enables standards to be set for carriers to receive business;
- ii) possible to co-ordinate moves where more than one department is transferring a person between the same two points;
- iii) possible to arrange lower prices on freight and other charges;
- iv) reduces number of non-specialist departmental staff employed on move procedures;
- v) enables relevant statistics to be collected on all phases of the operation;
- vi) abuses readily controllable;

Disadvantages

- i) direct involvement of department reduced where such involvement of value for employee;
- ii) some additional direct costs involved, such as salaries and long distance phone accounts;
- iii) possibility of complaints from Van Line agents that they are not receiving their "fair share" of local business. (Statistics, when collected, can assist to disprove this.)

c) Single Contract System (with one Van Line)

Advantages

- i) maximum attention and service obtained, at least in the short-run;
- ii) high-volume discounts should be available;
- iii) bargaining power to control abuses becomes considerably improved, as Van Line could lose all the business;
- iv) departmental administrative procedures simplified, as no tenders would be required.

Disadvantages

- i) charges of discrimination against other Van Lines could be levied against Government, even if original contract awarded by open tender;

- ii) reduces available freedom of choice by employee and departments;
- iii) Van Line may not have agents in ALL areas required, so exceptions to single contract concept could occur;
- iv) abuses not immediately preventable.

d) "Firm Bid" Tendering

Advantages

- i) all companies asked have equal opportunity to tender successfully;
- ii) ensures with very high degree of certainty, that invoice received will be close to estimate;
- iii) other abuses more readily controllable through requirements stated on a "bid" acceptance form.

Disadvantages

- i) may infringe Ontario Government legal requirements imposed on industry to maintain its tariff (but see Section 8);
- ii) may result in inequitable distribution of contracts;
- iii) may result in inferior moves because lowest tenderers would probably receive the most moves;
- iv) cost savings not readily available, as scheduling of moves on a guaranteed basis with specific Van Lines not possible, unless centralized;

v) diversion of departmental manpower from move arrangements would not be possible.

e) Government-Operated Van Line

Advantages

- i) reduced dependence on moving companies;
- ii) no profit requirements to generate, therefore direct costs per move could be lower;
- iii) given limitation of Van availability, (see "V" in next section) able to schedule moves at the convenience of employee and department;
- iv) should be able to employ highly qualified assistance;
- v) problems through fraudulent practice would not normally arise.

Disadvantages

- i) Van Lines could accuse Government of undercutting private enterprise;
- ii) the problem of peak-period moves would result in a larger fleet need than numbers of transferees warrant; (see Appendix IV)
- iii) maintenance costs of maintaining a fleet could only be avoided if Vans leased;
- iv) in addition to organizing employees, the numbers of moves involved in given areas could be insufficient to always generate back-loads, thereby raising costs;

v) to make most effective use of Vans, mid-month and other inconvenient times to the employee may occasionally be required, thereby raising hotel and lease-breaking costs.

NOTE: An alternative would be for the Government to own the trailers and contract with independent tractor owners for moving the trailers. However, trained packing and unpacking personnel would remain a major problem area.

7. UNITED VAN LINES COMMENTS

a) Introduction

United Van Lines - and all other Van Lines - are equally as concerned with the present situation as our own Departments.

United Van Lines are aware of the many abuses prevalent within the industry and have their own team of inspectors who examine the equipment, methods of packing, estimates and invoices, and so on. United are at present setting up a system to isolate those agents who render invoices substantially at variance with estimates.

b) Selling Costs

United place the cost of selling a move at between 6% and 10% of the total invoice charge to the customer. This includes salesmen's time and advertising generally.

c) Internal Operation

This Van Line is geared to handle in its Toronto office, the bookings of agents on behalf of companies and others who move large numbers of people nationally and provincially. Not all Van Lines have this facility, but would probably introduce it if the amount of business warranted it.

d) "G" Tariff

This tariff was developed specifically for the Federal Government; while open to all purchasers of van line services, only the Federal

Government has sufficient volume to guarantee \$50,000 of business to each carrier concerned.

e) Ontario Tariff

The Ontario Government is the largest single purchaser of Van Line service in the Province after the Federal Government. United Van Lines consider this gives the Government the opportunity to negotiate a special rate for its provincial moves.

Dealings should be with the carriers - through their associations - who could then make representations to the Ontario Transport Board for a special tariff, open to all, but because of the volume involved, in effect limited to the Ontario Government. A reasonable discount could be arranged if the selling costs to the carriers could be reduced.

f) Van Line Insurance

This Van Line disagrees with the principle of independently-arranged coverage, as implemented for example, by the Federal Government. They consider the independent coverage is not as good as they provide.

If Ontario decides to stay with Van Line insurance, it is recommended by United Van Lines that each Van Line be asked for a copy of their insurance policies. If necessary, it would be possible to insert a clause to cover any special situation the Government may wish to insure.

NOTE: The Federal Government, when asked to comment on the above, stated that it is in the financial interest of the carriers to have Van Line insurance. Non-Van Line insurance has reduced the problems for the Federal Government associated with the previous system of purchasing insurance from the carrier.

g) United Van Line Recommendation

The principle of rotation of business between agents and Van Lines is of considerable interest to United.

They consider those Van Lines well represented in Ontario should be used to the greatest extent possible.

Compared with the system used by the Federal Government where rotation of agents selected is undertaken by the Central Removal Service, United consider a modified system would be better in Ontario.

The United Van Line recommendation is for the business to be rotated by Van Line, with the Van Line selecting the moving agent and destination agent. Those selected would be subject to Government approval. This would eliminate any suggestion that the Removal Service was being inequitable in its distribution of business between carriers. (The system would tend to favour those Van Lines with smaller numbers of carriers. Because of a penalty system, the Van Lines could expect to police their agents to a much greater extent than at present.)

NOTE: It was pointed out by United Van Lines that a destination agent is not needed where household goods are not going into storage prior to unpacking.

8. ONTARIO PROVINCIAL POLICE - DEPARTMENT OF HIGHWAYS SYSTEMS

The O.P.P. and D.H.O. have both modified the bid system of awarding moves to include an agreement signed by the successful tenderer that a certain part of the estimate will not be exceeded by more than 10%. This system has resulted in a considerable improvement in the quality of estimates. It has also upset the moving industry, who feel that such an agreement could force them to break their tariff and thereby face legal action.

a) O.P.P. System

The O.P.P. when awarding a move, require the successful tenderer to agree in writing that the invoice tendered will not exceed by more than 10% the estimate upon which the move was based.

Since the introduction of the system, the number of cases upon which the agreement has been enforced has been very low relative to the total number of moves.

b) D.H.O. System

A notice is handed to the successful tenderer, part of which states: "Weights billed in excess of 10% above the weight shown in the estimate will not be paid by the Department unless a satisfactory explanation is provided by the carrier."

COMMENTS

i) The D.H.O. system varies from the O.P.P. arrangement in that

the former will not pay on "excess" weight while the latter will not pay on "excess" total price.

- ii) The D.H.O. method does not require a carrier to accept a rate less than the tariff; D.H.O. are prepared to pay the tariff rate on a lower total weight than shown on the weight certificate.
- iii) The O.P.P. system may result in a rate per hundredweight which is less than the applicable tariff rate. There has been a greater degree of adverse comment directed at the O.P.P. system from the industry, than at the D.H.O. system, basically because of the legal situation.

THE LEGAL POSITION

The Department of Transport legal branch were asked a number of questions:

- a) Would a written agreement by a company stating that the invoice for a service will not exceed 10% of the estimate be enforceable at law:
- b) If (a) is enforceable, would such agreement be actionable under Regulation 503, Section 25, subsection (2) of the Public Commercial Vehicles Act.
- c) Where more than one Van Line files the same rate, would enforcement of Regulation 503, Section 25, contravene the Combines Investigation Act.

d) In the cases where independent removal companies file their own rates and an employee asks for an estimate of the weight and costs involved, and makes known to that company that he is relying on the expert knowledge of the company, is there any Act to which he could look for protection.

The Department of Transport Legal Branch comments as follows:

"a) In my opinion a written agreement by a company stating that the charge will not exceed 10% of the estimate is legally enforceable. The judgement of Addy J in Fleet Express Lines Limited v Continental Can Company of Canada Limited (1969) 2 O.R. 97 supports this view. In that case it was held that the power of the Lieutenant Governor in Council to prescribe the conditions of a bill of lading does not preclude the contracting parties from expressly contracting out of those conditions. Thus, the power to require the filing and observance of a tariff cannot preclude contracting parties from inserting a condition which may result in a contravention of the observance of a tariff.

b) The making of an agreement which may result in a rate not in accordance with the tariff being charged is not an offence under Section 25(2) of Regulation 503. But if a rate not in accordance with the tariff were in fact charged, a charge could be laid.

- c) The Combines Investigation Act does not apply to prevent filing of the same rates unless there is a conspiracy, combination, agreement or arrangement to do so. Even then the effect of such arrangement must be to unduly limit the facilities for transporting an article or unduly lessen competition in its transportation. This leaves room for the regulation of the industry by the Ontario Highway Transport Board.
- d) I am not aware of any statutory protection similar to Section 151 of The Sale of Goods Act as applied to contracts for services. However, it must be remembered that this act in large part merely codified the existing common law. At common law there is an implied warranty when the purchaser of a service relies upon the skill of the seller."

It would appear that the present O.P.P. and D.H.O. system have legal standing and are enforceable at law.

APPENDIX I

Departmental Correspondence



CANADIAN HOUSEHOLD GOODS CARRIERS'
TARIFF BUREAU ASSOCIATION

4180 Dundas Street West, Toronto 18, Ontario • Phone (416) 231-6519

W. D. McCONNELL
MANAGER

July 10, 1970

Mr. E. J. Baker, Staff Superintendent,
Ontario Provincial Police,
125 Lake Shore Blvd. East,
TORONTO 2, ONT.

Dear Sir:

We have received copies of correspondence between yourself, Mr. W. Jackson ((Preston Moving & Storage (Lindsay) Ltd.)) and Sgt. Armitage of your office, with regard to the awarding of moves of O.P.P. personnel.

Incidentally, we have received numerous calls from our members with regard to the following problems and are only using this particular situation as an example.

Although we can appreciate the difficulties which may be encountered by the Ontario Provincial Police when awarding moves, we cannot comprehend the policy which apparently has been adopted by a branch of the Provincial Government which is in violation of tariffs legally filed, and accepted, by the Ontario Highway Transport Board. I am referring, of course, to the 10% within which members of this Bureau are required by the Ontario Provincial Police to guarantee their estimates.

As you may know, we publish and file tariffs with provincial and federal authorities with whom such filing is mandatory, on behalf of a large number of household goods movers. Without exception, these tariffs clearly state that charges shall be based on the scaled weight of the shipment. They do not guarantee that the final charges shall be within 10% of the estimated cost. Therefore, it is our contention that the Ontario Provincial Police are requiring - in fact, in many instances, demanding - that household goods movers violate their filed tariffs by assessing charges other than those provided for in their tariffs. Such violation could result in action by the Ontario Highway Transport Board against the mover.

Some months ago, I met with Sgt. Armitage (at his request) and discussed this matter in detail. I had understood that Sgt. Armitage had been appointed to study the O.P.P. policies and procedures with regard to awarding moves. It is assumed that this study has been completed and submitted to higher authority for consideration. I also assume that, in his report, Sgt. Armitage made reference to the 10% situation.

In specific reference to the August 15, 1969 letter from Superintendent L. M. MacGillivray to Preston Moving & Storage (Lindsay) Ltd., I fail to understand the position taken with regard to final charges which were less than the estimate.

Mr. E. J. Baker.

July 10, 1970

In his letter, Supt. MacGillivray stated that, "It is my opinion you people are in the moving business and should be able to quote definite prices." Supt. MacGillivray fails to recognize that movers do quote "definite" prices - transportation, at a definite rate per cwt., depending on the weight category (or hourly rate, as the case may be), and packing and unpacking charges, at a "definite" rate per unit or container. As a convenience to their customers, most movers will furnish an estimated total cost of the move. I emphasize "estimated", because as you will realize, it could be quite difficult for a mover to determine the exact number of cartons required to pack an individual's furniture and effects, or determine the exact weight of a shipment, prior to it being weighed by a certified weighmaster. In many instances, extenuating circumstances could result in a substantial margin between (a) the "estimated" weight and the actual weight, and (b) the "estimated" number of containers to be used in packing, and the actual number used.

On behalf of the household goods moving industry, I suggest that the unit packing and unpacking rate, and the transportation rate per cwt., not the "estimated" total cost, should be one criterion on which O.P.P. moves are awarded.

Possibly, Mr. Baker, many of the problems encountered by the industry and your department could be solved - or at least, alleviated - through a meeting of Ontario Provincial Police and industry representatives. In this connection, may we offer the facilities of this Bureau in arranging such a meeting?

Yours truly,



W. David McConnell
General Manager

es

CC: Commissioner E. H. Silk, O.P.P.
Mr. W. Jackson
Mr. T. J. Mulholland
Sgt. Armitage, O.P.P.

Administration Division
Telephone 365-4423

July 14, 1970.

Mr. W.D. McConnell,
General Manager,
Canadian Household Goods Carriers'
Tariff Bureau Association,
4180 Dundas Street West,
TORONTO 18, Ontario.

Dear Sir:

I am replying to your letter forwarded to Staff Superintendent Baker with a copy to the Commissioner, since both are absent from the building for various reasons. I wrote Mr. W. Jackson, Preston Moving and Storage, regarding the letters received from Superintendent MacGillivray and I am taking the liberty of attaching a photocopy for your information.

You have drawn to our attention what your Association considers a serious problem and I likewise would like to draw to your attention a general resume of situations which led us to institute the drastic action in which we insisted that final charges shall be within 10% of the estimates provided.

Over the years our experience indicated that estimates were, in many instances, not factual and had, in fact, been based on assumptions, guesses, telephone information while conversely some were factual and based on actual examination of the household goods. Our system of ensuring that final billings were accompanied by weigh bills was shaken when we discovered that on occasion more than one person's furniture was on the vehicle when it was weighed. These, of course, are general statements

provided only to apprise you of the background leading to our decision referred to. Our final accounts were averaging 30% higher than the original estimates, which was adding drastically to the cost of moving expenses.

We were aware of the tariff rates and the Ontario Highway Transport Board regulations. It was not our intention to cause any moving company to face a hearing by the Board but our need to establish accurate estimating was of sufficient importance to warrant the establishment of the 10% overage guarantee. The system was established on a test basis which led to the saving of many thousands of dollars.

A thorough study of the moving costs relating to Government employees has been completed and forwarded to the Intra-Departmental Committee on Travelling and Moving Expenses for consideration. It is our intention to pursue this subject with the Committee in order to establish a fair and equitable system for handling moving estimates throughout the whole of the Government service. In the interim period we are continuing to insist on the 10% rider to all estimates.

You can be assured that your suggestion that the unit packing and unpacking rate and the transportation rate per cwt. as a criterion will be brought to the Committee's attention. When a decision has been made by the Committee on Travelling and Moving Expenses, I am sure you will be made aware of any new system established that will cover the moving of Government employees by all Government Departments.

Yours truly,



L.J. BOLT
CHIEF SUPERINTENDENT

cc: Mr. T. Robbins,
Government Accounting Methods Branch,
Department of Treasury & Economics. ✓

LJB/mv

365-5211

July 21st, 1970,
Personnel Branch,
Hepburn Block,
Parliament Buildings,
Toronto, Ontario.

Mr. W. Rockbrune,
General Manager,
United Van Lines (Canada) Limited,
City Cartage,
86 William Street West,
OSHAWA, Ontario.

Dear Mr. Rockbrune:

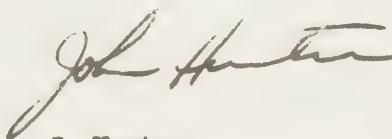
Re: Mrs. Margaret Farley,
Move from Oshawa to Peterborough.

We have received your invoice for the
moving expenses of Mrs. Farley from Oshawa to Peterborough.

We noted with interest that the estimate for
this move totalled \$143.00 and the actual cost was \$250.50.
We would appreciate information concerning the difference in
estimated and actual cost for the areas of transportation and
certain portions of the packing.

We will hold payment on this invoice subject
to your reply.

Yours truly,



J. Hunter,
Director of Personnel.

c.c. Mr. T. Robins,
Government Accounting Methods Branch,
Dept. of Treasury & Economics.

Administration Division
Telephone 365-4423

August 11, 1970

Mr. M. Dirkson
Capital Movers & Storage Co. Ltd.
549 Montreal Street
Kingston, Ontario

Dear Sir:

I have received an account from your firm through Superintendent J.G. Tappenden, North Bay, regarding the moves of Corporal Shaw and Corporal Armstrong. The account states that a balance is owing in the amount of \$239.07 on the two moves.

It is noted on the invoice that a copy of the account was forwarded to the Canadian Household Goods Carriers' Tariff Bureau Association. I can only suggest to you that had honest and accurate estimates been supplied by all moving firms, there would have been no necessity to institute the 10% margin. Our final accounts were being submitted at amounts up to 35% higher than the estimates. For a period of time, we used the weigh bills as an accurate gauge, until we became aware of one move where another load was picked up prior to weighing and the full weight charged against the move of a member of the Force. This is only part of our problem, and is brought to your attention, simply to apprise you of the situation in existence, when the 10% margin was established. I am not referring to your firm, but to the problems with the industry in general.

Corporal D.B. Shaw Move -

On the completion of the move of Corporal Shaw from Belleville to North Bay, Mr. Senior, Branch Manager, was advised by Superintendent Tappenden that the account was over the 10% limit and Mr. Senior claimed it was an oversight and asked that the account be reduced and paid. This account was paid accordingly and we were provided with a paid voucher in the amount of \$872.88.

Corporal A.G. Armstrong Move -

In your letter of June 20, 1970, you stated "The total cost of the move is \$973.91 but if less is forwarded we will have no choice but to accept it and write off the balance." Acting on your statement, I authorized payment of the account in the amount of \$809.10 being the estimated cost of \$735.55 plus 10%. You must agree that the difference between the estimate and the final account is certainly indicative of a poor estimating job.

In view of the statement of Mr. Senior and your own letter, I am not able to authorize payment of additional funds on either of the two moves.



LJB/sf

L. J. BOLT
CHIEF SUPERINTENDENT

c.o. The Superintendent
North Bay District

Chief Accountant

APPENDIX II

Representative Documentation

REMOVAL INSTRUCTIONS

These instructions are designed to point out areas of responsibility for the public servant and the mover. Details relative to claimable expenses are available from your department.

THE EMPLOYEE'S RESPONSIBILITIES

- : Sign the "Insurance" Form provided by your department.
- : Show the mover all items to be shipped.
- : Not tender for shipment any non-admissible items. If in doubt, ask your department.
- : Be present for packing and loading.
- : Check the inventory for accuracy and description. Receive a copy.
- : Sign the inventory and Bill of Lading.
- : Ensure appliances are serviced prior to shipment.
- : Proceed to destination and contact mover on arrival.
- : Notify mover at destination of delayed arrival.
- : Be present during unloading and unpacking.
- : Check goods according to inventory list.
- : Inspect effects for loss or damage.
- : Note all lost or damaged items on inventory.
- : Sign the inventory noting exceptions.
- : Sign the Bill of Lading indicating receipt of shipment.
- : File and settle all claims with the mover and insurance company.
- : Complete and forward the Quality Control Report to Central Removal Service.

THE MOVER'S RESPONSIBILITIES

- : Accept goods at released rates; 30¢ per lb. in Canada, 60¢ per lb. for U.S.A.
- : Visually inspect all goods to be shipped.
- : Refuse to load non-admissible items.
- : Provide closed van type vehicles to transport this shipment.
- : Provide qualified staff to pack & load.
- : Use only clean, dry packing materials.
- : Use adequate, clean containers for packing.
- : Prepare the Bill of Lading.
- : Prepare the inventory list with a copy for the employee.
- : Arrange appliance servicing on request. (There is an extra charge for this service)
- : Transport shipment to arrive on or before date specified.
- : Unpack the shipment in the new residence.
- : Place effects in designated rooms.
- : Re-assemble items taken apart for transportation. Remove debris resulting from unpacking.
- : Note all lost or damaged items on inventory.
- : Sign inventory noting exceptions.
- : Provide invoices direct to CRS.
- : Acknowledge claims in 14 days.
- : Dispose of claim within 60 days.

Transit Insurance is provided at government expense on all moves between points in Canada and U.S.A. The form "Authorization and Confirmation of Insurance" gives you (Part 1.) coverage and exclusions, (Part 2.) method to secure extra insurance if required, (Part 3.) procedure to file a loss and damage claim.

Claims for loss or damage MUST BE IN WRITING to the mover and insurance company WITHIN 14 DAYS of receipt of your effects. Part III of the "Authorization and Confirmation of Insurance" form as provided by your department may be used for this notice of claim.

The mover and insurance company will, within 14 days of your notice, acknowledge your claim and supply detailed claim forms for you to complete. These forms should be compiled accurately to ensure prompt settlement of your claim.

The mover will generally pay 30¢ per lb. per shipping article lost or damaged. The mover is obligated to dispose of your claim within 60 days of receipt of a properly documented claim. The insurance company will pay the excess amount of any claim up to the depreciated cash value of the article but not exceeding a total of \$12,000.00 for any one shipment.

NOTE: The INSURANCE COMPANY HAS CHANGED THEIR ADDRESS. ALL CORRESPONDENCE WILL BE ADDRESSED TO THE FOLLOWING:

REED SHAW OSLER LIMITED
759 VICTORIA SQUARE
MONTREAL, QUE.

LIMITATIONS

Servicing articles/appliances

It shall be the responsibility of the carrier/Warehouseman WHEN REQUESTED TO DO SO, to ensure that articles or appliances such as refrigerators, deep freezers, cabinet radios, record players, washing machines, television sets, air conditioners and the like which may be damaged in or incident to transit, are properly serviced at origin and destination. The charges for these services shall be collected from the shipper and on payment of charges the carrier/Warehouseman will provide the shipper with a receipted invoice with certification to the effect services invoiced have been performed.

Non-Admissible Items and Services

<u>ITEMS</u>	<u>SERVICES</u>
Boats, parts of boats and trailers	Extra pick-up and delivery
Aircraft	Insurance
Livestock and pets	"Acess to Storage" charges
Perishable goods, deep freeze contents or items requiring heat or refrigeration	Cleaning
Fuel (liquid or solid)	Fumigation
Patio stones	Moth proofing
Outdoor barbecues (brick, cement blocks etc)	Taking up or putting down wall to wall carpets, hall runners, etc.
Building material (lumber, cement blocks, etc)	Removing or installing valance boxes, curtain rods, wall hooks for pictures, clocks, etc.
Empty bottles, exclusive of preserving jars	Connecting and disconnecting appliances.
Portable buildings	Conversion of appliances
Commodities that by tariff restriction and law may not be moved with household effects	Provision of shipping bases for automatic washers.

If a carrier/warehouseman is requested to move or store at public expense any inadmissible item he is responsible for reporting the matter immediately to the CRS office. Failure to do so may result in the Government requiring reimbursement for any expense arising from the moving or storing of items declared to be non-admissible.

CENTRAL REMOVAL SERVICE
CARRIER INSTRUCTIONS

ORDER TO MOVE FURNITURE AND EFFECTS (DSS.10189):

Complete copies 1 and 3 of the Order and return copy 1 to the issuing office shown in Block 8 within 4 days of inspection. All estimates shall be derived by visual inspection of the household effects to be moved, computing the weight and determining the cost involved in moving the household effects to the new location. This estimated cost will include the packing and unpacking charges together with the total transportation charges, including ferry charges, surcharges, and any other additional transportation charges, but will exclude SIT charges. The Order number shall be shown on all documents related to the move.

WEIGHT CERTIFICATE:

All tare, gross, actual or constructive weights shall be properly certified by the person or persons who ascertained such weights by completing the Weight Certificate.

STORAGE IN TRANSIT:

SIT may be authorized on the original Order. Prior to placing in SIT, the carrier will check with the destination contact to ensure residence is not available. The shipper's signature must appear on the account for SIT. Failure to so do may result in SIT charges being refused.

INVOICES:

Your invoice in 4 copies in addition to actual weight, rates, extensions and totals will bear your company name, postal address, shipper's name, Order number, origin, destination, date loaded and delivered. Invoices for SIT will also bear the shipper's signature, original Order number and dates in and out of storage.

INVOICING:

Invoices will be supported by the signed Bill of Lading, completed Weight Certificate. Properly supported accounts will be promptly forwarded to the address in Block 18 of the Order. All documents will bear the Order number assigned to this move.

REQUEST TO MOVE/STORE FURNITURE AND EFFECTS
DEMANDE DE DEMENAGEMENT OU D'ENTREPOSAGE DE MOBILIER ET D'EFFETS
GOVERNMENT OF CANADA - GOUVERNEMENT DU CANADA

Complete 5 copies, forward 4 copies to CRS, retain green copy.

Remplir les 5 exemplaires de la formule, en faire parvenir 4 au SCD et garder l'exemplaire vert.

PART 1 - 1^{re} PARTIE

1. Employees Departmental Address (Detailed) <i>Adresse du ministère de l'employé (bien préciser)</i>	2. Employees Departmental Address at Destination (Detailed) <i>Adresse du ministère de l'employé à l'arrivée (bien préciser)</i>		
3. Employee's Name - Nom de l'employé		4. Employee's Telephone - Numéro de téléphone de l'employé Home - Domicile Office - Bureau	5. Loading Date - Date du déménagement Day Month Year Jour Mois Année
6. From (Location of Furniture and Effects) <i>De (Lieu où se trouve le mobilier et les effets)</i>		7. To (Address) - A (Adresse)	Weight restriction <i>Limite maximale de poids</i>
8. If residence shown in Block 7 Indicate Date Available <i>Si le domicile est indiqué dans la case 7 la date à laquelle il sera disponible</i> Day Month Year Jour Mois Année		9. For Delivery Instructions at Destination Contract: <i>Pour instruction du point de destination, prendre contact avec:</i>	10. No. of rooms to be evacuated <i>Nombre de pièces à vider</i>
11. Household goods available for inspection by carrier <i>Le déménageur pourra inspecter le mobilier</i> Day Month Year Jour Mois Année		12. Estimated Date of Arrival of Employee Dependents at Destination <i>Date prévue de l'arrivée de l'employée et de ses personnes à charges</i> Day Month Year Jour Mois Année	

PART 2 AUTHORIZATION - 2^e PARTIE AUTORISATION

13. Service authorized for <i>Autorisation de service pour</i>	<input type="checkbox"/> Transportation <i>Transport</i>	<input type="checkbox"/> Packing, Unpacking <i>Emballage/Déballage</i>	<input type="checkbox"/> Storage <i>Entreposage</i>	<input type="checkbox"/> No. of months <i>Nombre de mois</i>	17. Requesting Office - Bureau qui fait le demande Day Month Year Jour Mois Année
14. Financial Coding - Code de gestion financière					18. Name of Officer - Nom de l'agent
15. Certify that funds are available <i>Certifiez que les fonds nécessaires sont disponibles</i>					16. Submit invoices to paying office at: <i>Présentez les factures au bureau de:</i>
					19. Telephone - Téléphone Day Month Year Jour Mois Année
					21. Authorized - Autorisation
					Signature

PART 3 FOR CRS USE ONLY - 3^e PARTIE - A L'USAGE DU SCD

22. Mover Selected - Déménageur choisi	23. Mover at Destination <i>Déménageur au point de destination</i>	24. Order No. - Commande N°. Date Initials Initiales
--	---	---



ORDER TO MOVE FURNITURE AND EFFECTS
FORMULE DE COMMANDE - DÉMÉNAGEMENT DE MEUBLES ET EFFETS
GOVERNMENT OF CANADA - GOVERNEMENT DU CANADA

1. SOCIAL INSURANCE NUMBER NUMERO D'ASSURANCE SOCIALE		2. NAME - NOM		3. ORDER NO. - COMMANDE N°		4. S.I.T. E.P.T.	
5. SERVICE AUTHORIZED FOR: - AUTORISATION DE SERVICE POUR:		6. WEIGHT RESTRICTION LIMITE MAXIMALE DE POIDS		7. ISSUING OFFICE - BUREAU DE DÉLIVRANCE		8. ISSUING OFFICE - BUREAU DE DÉLIVRANCE	
<input type="checkbox"/> TRANSPORTATION TRANSPORT <input type="checkbox"/> PACKING/UNPACKING EMBALLAGE/DÉBALLAGE				CENTRAL REMOVAL SERVICE, Department of Supply & Services, 88 Metcalfe St., OTTAWA 4, Ontario.			
<input type="checkbox"/> STORAGE ENTREPOSAGE NO. OF MONTH NOMBRE DE MOIS _____							
9. INSTRUCTIONS TO CARRIER - DIRECTIVES AU DÉMÉNAGEUR				10. MAXIMUM DOLLAR VALUE (WHEN REQUIRED) VALEUR MAXIMUM EN DOLLARS (S'IL Y A LIEU)		11. AUTHORIZED - AUTORISÉE	
				GROSS - BRUT DOLLARS		DATE SIGNATURE	
<p>CERTIFICATE OF COMPLIANCE: By completion of blocks 12 to 17, it is agreed that we shall move the furniture and effects of the above named individual in accordance with the Transit Guide and the tariff filed with the appropriate authorities. It is further agreed that in moving such furniture and effects we shall be bound by all Government of Canada General Agreements, Terms of Service and Instructions for the Moving or Storing of Furniture and Effects as are from time to time in force.</p> <p>DECLARATION D'ACCEPTATION: En remplissant les cases 12 à 17, il est entendu que nous déménagerons les meubles et effets de la personne susmentionnée conformément au guide de transport et conformément au tarif convenu avec les autorités pertinentes. Il est aussi entendu que, durant le déménagement desdits meubles et effets, nous nous conformerons à toutes les conventions générales du gouvernement du Canada, conditions de service et directives relatives au déménagement ou à l'entreposage de meubles et effets qui seront alors en vigueur.</p>							
12. <input type="checkbox"/> ACCEPTED ACCEPTÉ <input type="checkbox"/> NOT ACCEPTED REFUSÉ		13. DELIVERY DATE - DATE DE LIVRAISON		14. ESTIMATED WEIGHT POIDS ESTIMATIF		15. ESTIMATED COST - COÛT ESTIMATIF	
		►		►		►	
16. DESTINATION CARRIER/ WAREHOUSEMAN (NAME & ADDRESS) DESTINATION DÉMÉNAGEUR OU ENTREPOSÉUR (NOM ET ADRESSE)		17. CARPIER / WAREHOUSEMAN DÉMÉNAGEUR OU ENTREPOSÉUR		(SEE NOTE (VOIR LE NOTA))		18. SUBMIT INVOICES TO: PRÉSENTER LES FACTURES À:	
						CENTRAL REMOVAL SERVICE TRAFFIC MGT. BRANCH 88 METCALFE STREET OTTAWA, ONTARIO	
DATE SIGNATURE <small>DSS 10189 (OCT 69) NOTE: RETURN ORIGINAL TO ADDRESS IN BLOCK 8 - NOTA: RETOURNER L'ORIGINAL À L'ADRESSE INDICUÉE DANS LA CASE 8.</small>							

QUALITY CONTROL REPORT

THE PROCESS OF IMPROVING AND MAINTAINING THE HIGH QUALITY OF MOVING SERVICE AVAILABLE TO THE PUBLIC SERVANT REQUIRES A FAIR AND OBJECTIVE APPRAISAL OF YOUR MOVE.

PLEASE COMPLETE this report as soon as possible and forward to:

CENTRAL REMOVAL SERVICE,
TRAFFIC MANAGEMENT BRANCH,
DEPARTMENT OF DEFENCE PRODUCTION,
OTTAWA, ONT.

EMPLOYEE'S NAME	DEPARTMENT	
NAME OF MOVER AT ORIGIN	NAME OF MOVER AT DESTINATION	7
ORIGIN CITY	DESTINATION CITY	
DATE LOADED	DATE DELIVERED	I3B

PLEASE INDICATE YOUR ANSWER BY A MARK IN THE APPROPRIATE BOX

	YES	NO	
1. Did the mover visit your home and visually inspect all items to be shipped?	<input type="checkbox"/>	<input type="checkbox"/>	8
2. Was the mover's vehicle of the closed van type?	<input type="checkbox"/>	<input type="checkbox"/>	15
3. Did the mover point out those articles requiring servicing e.g. record players, deep freeze, etc.?	<input type="checkbox"/>	<input type="checkbox"/>	
4. Were these articles properly serviced at origin and destination?	<input type="checkbox"/>	<input type="checkbox"/>	
5. Were clean sanitary packing materials and new adequate containers used?	<input type="checkbox"/>	<input type="checkbox"/>	3
6. Were fragile items properly packed?	<input type="checkbox"/>	<input type="checkbox"/>	3
7. Were finished surfaces protected to prevent damages?	<input type="checkbox"/>	<input type="checkbox"/>	3
8. Did you receive a copy of the inventory at time of pick up?	<input type="checkbox"/>	<input type="checkbox"/>	10
9. Was the inventory listing of marks scratches gouges etc., correct?	<input type="checkbox"/>	<input type="checkbox"/>	
10. Did you receive a signed copy of the bill of lading?	<input type="checkbox"/>	<input type="checkbox"/>	10
11. Was the debris resulting from packing removed from residence by the mover?	<input type="checkbox"/>	<input type="checkbox"/>	3
12. Did the mover commence unpacking within 24 hours of delivery? If not, specify when _____.	<input type="checkbox"/>	<input type="checkbox"/>	17
13. Were beds tables etc., re-assembled by the mover?	<input type="checkbox"/>	<input type="checkbox"/>	17
14. Was debris caused by unpacking removed by the mover?	<input type="checkbox"/>	<input type="checkbox"/>	17
15. Was there any loss or damage to your effects?	<input type="checkbox"/>	<input type="checkbox"/>	
16. Did you note all shortages or damages on the inventory?	<input type="checkbox"/>	<input type="checkbox"/>	
17. Did you refer to these on the document you were asked to sign for receipt of your effects?	<input type="checkbox"/>	<input type="checkbox"/>	
18. Have you filed a written claim for loss or damage with the mover <u>and</u> insurance company?	<input type="checkbox"/>	<input type="checkbox"/>	
19. Were effects delivered from storage in transit promptly on request?	<input type="checkbox"/>	<input type="checkbox"/>	11
20. If effects went into long term storage did you receive a warehouse receipt?	<input type="checkbox"/>	<input type="checkbox"/>	10

COMMENTS:

DAY/MONTH/YEAR

SIGNATURE

(FRANÇAIS AU VERSO)

**AUTHORIZATION AND CONFIRMATION
OF INSURANCE
ON FURNITURE AND EFFECTS**



**AUTORISATION ET CONFIRMATION
VISANT L'ASSURANCE SUR
LES MEUBLES ET LES EFFETS PERSONNELS**

PART 3

APPENDIX "A"

ATTACHING TO AND FORMING PART OF
POLICY WHOSE NUMBER IS INDICATED HERE

POLICY NO.

PARTIE 3

83V700431

APPENDICE "A"

ANNEXÉ À LA POLICE DONT LE NUMÉRO
EST INDIQUÉ ICI ET QUI EN FAIT PARTIE

**CLAIM FOR LOSS OR DAMAGE
(Please type or print clearly)**

IN THE EVENT OF LOSS OR DAMAGE COMPLETE THIS PART AND
FORWARD TO DESTINATION AGENT AND A DUPLICATE COPY TO
THE FOLLOWING ADDRESS WITHIN 15 DAYS OF RECEIPT OF GOODS
AT DESTINATION BY OWNER

RÉCLAMATION POUR PERTE OU DOMMAGE

(Dactylographier ou écrire lisiblement en lettres moulées)

EN CAS DE PERTE OU DE DOMMAGES, Veuillez remplir cette
PARTIE ET L'ADRESSER À L'AGENT AU LIEU DE DESTINATION ET
EN ENVOYER UNE COPIE À L'ADRESSE CI-APRÈS DANS LES 15
JOURS DE LA RÉCEPTION DES MARCHANDISES PAR LE PROPRIÉTAIRE
AU LIEU DE DESTINATION.

REED SHAW OSLER LTD., 759 VICTORIA SQUARE, MONTREAL, QUE.

OSLER, HAMMOND AND NANTON INSURANCE LTD., 2 CARLTON ST., TORONTO 2, ONTARIO --

OSLER, HAMMOND AND NANTON INSURANCE LTD., 2 RUE CARLTON, TORONTO 2 (ONTARIO) --

Name and Address of owner — Nom et adresse du propriétaire

Name and address of destination agent — Nom et adresse de l'agent au lieu de destination

Goods in transit from — Marchandise en transit de

To — A

Delivery date — Date de livraison

Loss or damage — Perte ou dommage

Estimated value of loss or damage
Valeur estimée de la perte ou des dommages

Dated (Day, Month, Year) — Date (Jour, mois, année)

Signature of owner or authorized representative —
Signature du propriétaire ou de son représentant autorisé

PART 2

POLICY NO.

N° DE LA POLICE

83V700431

DEMANDE D'AUGMENTATION DE LA
RESPONSABILITÉ À L'ÉGARD DES
MEUBLES ET DES EFFETS PERSONNELS
(DACTYLOGRAPHIER OU ÉCRIRE
LISIBLEMENT EN LETTRES MOULÉES)

Name and address of owner — Nom et adresse du propriétaire

Amount requested — Montant demandé

I REQUEST THAT AN ADDITIONAL LIMIT OF LIABILITY INSURANCE
IN THE AMOUNT INDICATED ABOVE IN EXCESS OF \$12,000.00 BE
PLACED ON MY BEHALF AT A RATE OF .25¢ PER \$100.00 OF SUCH
ADDITIONAL SUM.

JE DEMANDE QUE L'ASSURANCE DE RESPONSABILITÉ DE \$12,000 SOIT
ACCUEE EN MON NOM DE LA SOMME INDICÉE CI-DESSUS AU TAUX DE
25¢ PAR \$100 DE LADITE SOMME.

CERTIFIED CHEQUE
CHEQUE VISE

MONEY ORDER
MANDAT POSTAL

PAIEMENT INCLUS DE LA FAÇON INDICUÉE ICI

PAYMENT ENCLOSED AS INDICATED HERE

IN FAVOUR OF AND FORWARDED TO:
REED SHAW OSLER LTD., 759 VICTORIA SQUARE, MONTREAL, QUE.
OSLER, HAMMOND AND NANTON INSURANCE LTD., 2 CARLTON ST., TORONTO, ONTARIO --
OSLER, HAMMOND AND NANTON INSURANCE LTD., 2 RUE CARLTON, TORONTO (ONTARIO) --

Dated (Day, Month, Year) — Date (Jour, mois, année)

Signature of owner or authorized representative —
Signature du propriétaire ou de son représentant autorisé

**REQUEST FOR INSURANCE ON
FURNITURE AND EFFECTS**

SEE TERMS AND CONDITIONS ON REVERSE
(PLEASE TYPE OR PRINT CLEARLY)

PART 1

POLICY NO.

PARTIE 1

N° DE LA POLICE

83V700431

DEMANDE D'ASSURANCE SUR LES
MEUBLES ET LES EFFETS PERSONNELS
VOIR LES CONDITIONS AU VERSO
(DACTYLOGRAPHIER OU ÉCRIRE LISIBLEMENT EN LETTRES MOULÉES)

Name and address of owner — Nom et adresse du propriétaire

Proposed removal date —
Date prévue du déménagement

Removed from — Déménagé de

To — A

LIMITS: \$12,000.00 MAXIMUM ANY ONE SHIPMENT OF PROPERTY
FOR ANY ONE INDIVIDUAL (If additional insurance is required
please complete Part 2.)

It is understood and agreed that the Crown does not assume any liability
respecting any loss or damage respecting the furniture and effects referred to
herein. The Crown shall not be joined or included in any action which may be
instituted respecting any loss or damage.

LIMITS: MAXIMUM DE \$12,000 POUR TOUTE EXPÉDITION QUELCONQUE
DES BIENS D'UN SEUL PARTICULIER (Si une assurance supplémentaire est requise, veuillez remplir la Partie 2.)

Il est entendu et convenu que la Couronne n'assume aucune responsabilité
concernant toute perte ou tout dommage visant les meubles et les effets per-
sonnels dont il est question aux présentes. La Couronne ne sera pas solidaire
de toute action ni comprise dans toute action qui pourra être intentée relative-
ment à toute perte ou à tout dommage.

Dated (Day, Month, Year) — Date (Jour, mois, année)

Signature of owner or authorized representative —
Signature du propriétaire ou de son représentant autorisé

CAT. NO. 7540-21-844-6001

APPENDIX III

Alberta Freight Bureau



GOVERNMENT OF THE PROVINCE OF ALBERTA
ALBERTA FREIGHT BUREAU
ROOM 1812
CENTENNIAL BUILDING
EDMONTON 15, ALBERTA

September 9th, 1970.

OUR FILE NO. 14-General

YOUR FILE NO. 365-1731

Mr. T. T. Robins,
Accounting Methods Officer,
Department of Treasury and Economics,
Government of Ontario,
Parliament Buildings,
TORONTO, Ontario.

Dear Sir:

Your letter of August 18th concerning the movement of provincial government employees has been referred to me for reply by Mr. J. M. Currie, Assistant Deputy Provincial Treasurer. Mr. Currie has provided you with copies of the various rules and regulations and I will not, therefore, duplicate this material.

The Bureau's primary function does not relate in the matter of government traffic management but rather in the areas of research and assistance to industry. As a secondary responsibility we provide a consulting service on transportation matters to the various departments in the government. It is within this area of responsibility that the matter of movement of household goods of provincial employees was assigned. Our present policy on the movement of household goods relates to normal traffic management practice which would be expected in a large commercial firm. A number of years ago, it was decided that costs in this area as in many other cost centers must be controlled and proper management practice applied. In giving the Bureau this responsibility, a great deal of discretionary power has been delegated in both the choosing of the carrier and the standard of service which is required in the movement of provincial employees. In providing this cost and service oriented function to the various departments, we feel that we have been quite

..... /2

successful in both negotiating rates and maintaining the standard of service which delivers a satisfied employee to his new position.

The Bureau is presently arranging in excess of 300 moves a year and if we relate savings to the current tariffs used by the various van lines, we are experiencing a cost reduction which averages over 20% and, in some instances, on specific moves has been over 30%. These savings are the result of direct negotiation with the carriers and one must bear in mind that Alberta does not have any form of rate regulation or rate filing in existence. The rates which we are provided with by the carriers, therefore, are kept confidential and might give us a little better bargaining room than under a regulatory system such as you have in Ontario where all rates must be filed. In setting our policy, one of our first considerations was the difference in the type of movement which is experienced intra-provincially as opposed to normal inter-provincial van line operation. It was my initial feeling that the van line commission which was being paid to their head office, was not realistic on a provincial basis. This gave us some initial leverage when negotiating with van lines that do have a certain amount of latitude in setting their provincial rates. The more limited type of packing which is necessary for short distance moves in comparison to transcontinental hauls also allows the carrier a certain amount of latitude in controlling the cost of providing this portion of the service. Another thing which we have found, is that in limiting the number of carriers with which we deal, we are able to provide them other operational advantages in switch moves or combining two or three provincial moves so that dead mileage is kept to a minimum and the costs savings can, therefore, be shared between the carriers and the government. All of these facets, if they are to be effective, require definite control by one agency.

One other thing which I cannot emphasize too much is that if such a program is to be effective, it must have the complete authority of the Premier. We found that when we changed our policy from a rotation amongst all the carriers that were available in Alberta, to the cost-service oriented approach which we now use, several carriers approached the government demanding their share of business on the basis that they paid tax to the government and were entitled to such a share. In our case, our Premier backed us completely in that the spending of taxpayer's money could not be condoned if an adequate level of service could be provided at a less cost by carriers who were also paying provincial taxes.

So far as the organization of the Bureau that deals with this function, I have the responsibility of setting the policy and negotiating rates where I feel they are required. Initially, it was our decision that we must have a nucleus of firms that could provide us with a total service even in the most heavy months during the summer. As a result, we came to the conclusion that moves could not always be allocated to the lowest cost carrier and a balance had to be maintained using a group of carriers quoting rates which we felt were reasonable. The details of taking information on the moves from the departments, allocating the moves to the various firms, confirming the contracts which are entered into, auditing the bills and the follow up service has been delegated to my secretary who very capably provides the necessary detailed administration amongst her other duties. We have found, in this area, that during the summer months when a large proportion of government personnel move, that this does provide some problem, however, to date with the volumes with which we are dealing, such problems have not been insurmountable and have not required too much overtime.

To review the procedure which has been followed, I would outline it as follows:

- (1) Basic requirements of the departments are formulated into a standard set of regulations which have been supplied to all departments and are provided to the employees for their information.
- (2) We requested the Deputy Ministers of each department to designate one individual through which all authorizations for movement would be made.
- (3) Initial requests for movement of employees by department are made by telephone with confirming authorization forwarded as soon as possible.
- (4) After consideration of the various factors involved in the firms allocation, the selected firm is telephoned and the order is placed with them.
- (5) A letter of confirmation to the moving firm with a copy to the designated officer in the department is forwarded.
- (6) After the completion of the move, a questionnaire is forwarded to the employee to obtain his comments on the satisfactory performance of the company.
- (7) Companies forward bills directly to the Bureau where they

are audited.

- (8) They are then mailed to the individual department for the issuance of the cheque to the company.
- (9) Any claims which are outstanding are then processed through the normal claims procedure. In this area, we endeavour to have the individual file his claim directly with the company with copies of any correspondence between the company and the individual to the Bureau.

In dealing with the individual transportation firms, the following procedure applies:

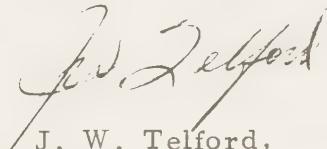
- (1) When application or request to be included on our list of movers has been received, the company is investigated for the following:
 - (a) Financial status
 - (b) Ownership
 - (c) The standard of vehicles and warehousing
 - (d) Any experience with the Better Business Bureaux or similar organizations on the reliability of the firm. If the firm meets a reasonable standard in these areas, they are then advised that they have been included on our list of approved carriers and that they will be considered where they are competitive. They are also advised that they are free to file with the Bureau, at any time, any changes of rates which they desire and keep us informed of the level of service which they are prepared to provide to the government.
- (2) At various times, usually on a yearly or every two year basis, we remail a circular requesting each company to refile with us information concerning changes in the status of their firm and a reconfirmation of the rates which we have on file.

This procedure, over the last number of years, has proven very satisfactory so far as the level of service and the rates are concerned. It has definitely ruled out of our normally used carrier van lines which control their agents on intra-provincial movements. This, as I mentioned earlier, has resulted in several complaints to the Premier, however, with his backing, we have been able to adhere to the policy which was defined and has resulted in considerable savings to the government. We have also been able to maintain a reasonable nucleus of companies sufficient to handle the volume of movement which we have experienced and provided to the departments a standard of service which, as you can see, has proven

acceptable. To be honest, on occasions we do have disgruntled employees who wish to hire their friends or provide business to a firm with which they have had other dealings, however, with the total responsibility being placed in the Bureau, the departments have gone along with and accepted that in the interest of economy a certain amount of personal discretion in the choice of movers must be removed.

I believe I have covered most of the questions which you raised in your letter, however, if you do require further detail on any particular point, I would be only too glad to assist you. For your information, I am enclosing copies of the various types of letters, regulations and forms which are presently in use by the Bureau.

Yours very truly,



J. W. Telford,
Manager.

JWT/gf

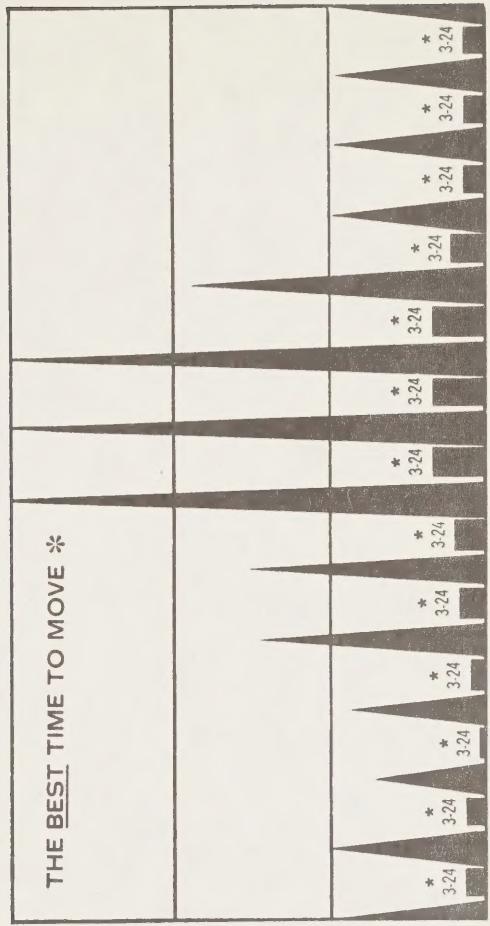
Encls.

c.c. Mr. J. M. Currie.

APPENDIX IV

Peak Loading Periods

THE BEST TIME TO MOVE *



* * * * * is when trained, efficient personnel are available to move. The red areas on the above chart are the busy peaks for the moving industry. During peak periods trained personnel are spread thin and are working long, tiring hours. From June 16th to September 15th, 70% of all household removals take place. Where possible, schedule your move away from these peaks, when trained personnel can make your move easy, safe and economical. Help us to help you.

3 1761 11546123 8

